planning With a Small “p”

Planning
South Pacific Division

Your Role in the Planning Process

- Member of the study team
- You are a little “p” planner
- Must understand the planning process

Your Role in the Planning Process

- You can plan in an hour, a day, a week, a month, a year, a decade….
- You are already doing planning

A Planning Model

- What is the problem?
- How can it be solved?
- What are the advantages and disadvantages of solutions?
- What is the best solution?
- Feedback

Planning Process

- There is a planning process - a set of steps
- Teams do better than individuals

P&G Planning Steps

- Specify Problems and Opportunities
- Inventory and Forecast Conditions
- Formulate Alternative Plans
- Evaluate Effects of Alternative Plans
- Compare Alternative Plans
- Select Recommended Plan

Planning Process

- You can do good planning quickly
- You do not need perfect information to do planning
- The planning process is a touchstone
- It is always possible to improve on plans
- You will always be wrong

Step 1
Specify Problems and Opportunities

- **Problems**: negative
- **Opportunities**: positive
- Without a clear statement of the problems or the opportunities, there is no reason for planning

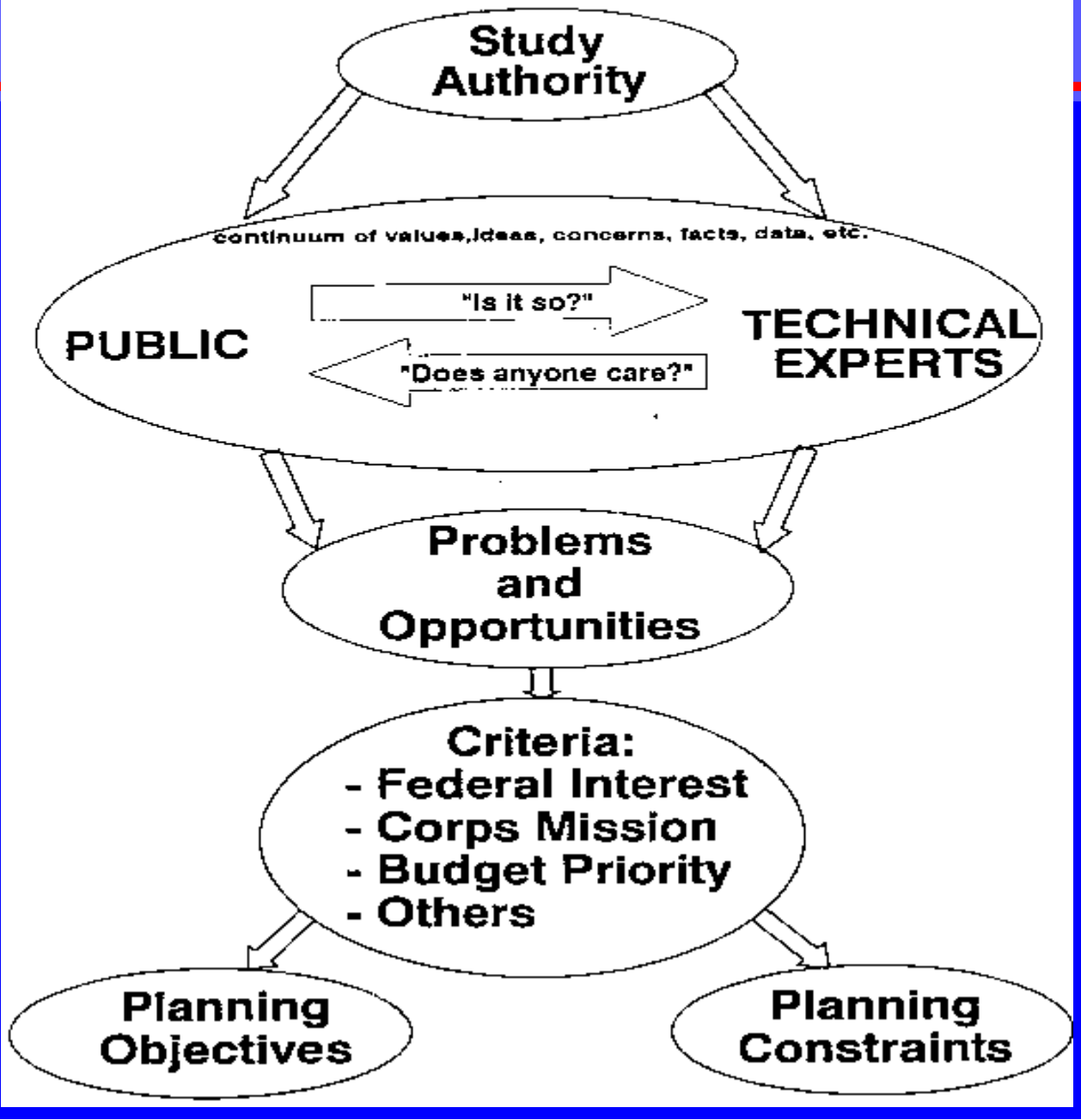
Step 1
Specify Problems and Opportunities

- Objectives are what you are working towards
- **Objective** = do good
- **Constraint** = don't do, can't do
- Objectives and constraints indicate what is important to people

Step 1
Planning Objectives

- To guide inventory data collection and forecasting
- Planning objectives are the bridge from problems to plans
- To guide evaluation of effects - reflect benefit categories
- Change in subsequent iterations of the planning steps

WHERE OBJECTIVES AND CONSTRAINTS COME FROM:



Step 2
Inventory and Forecast

- Much data can be collected
- Not all data provides important information
- Four conditions: historic, existing, with and without
- Forecasting assumption is the most likely case
- A good without condition is essential to a good decision
- Inventory and forecast must be meaningful to the decision that is made

Step 3
Formulate Alternative Plans

- Doing nothing is always the default action
- Any plan must be better than doing nothing
- **Management Measures** - feature or activity at a site
- **Alternative Plan** - one or more management measures
- Alternative plans must address one or more of the planning objectives

Step 4
Evaluation

- Looking at a plan on its own merits
- Forecast with project conditions
- Compare with and without conditions
- Describe effects
- Benefit-Cost analysis

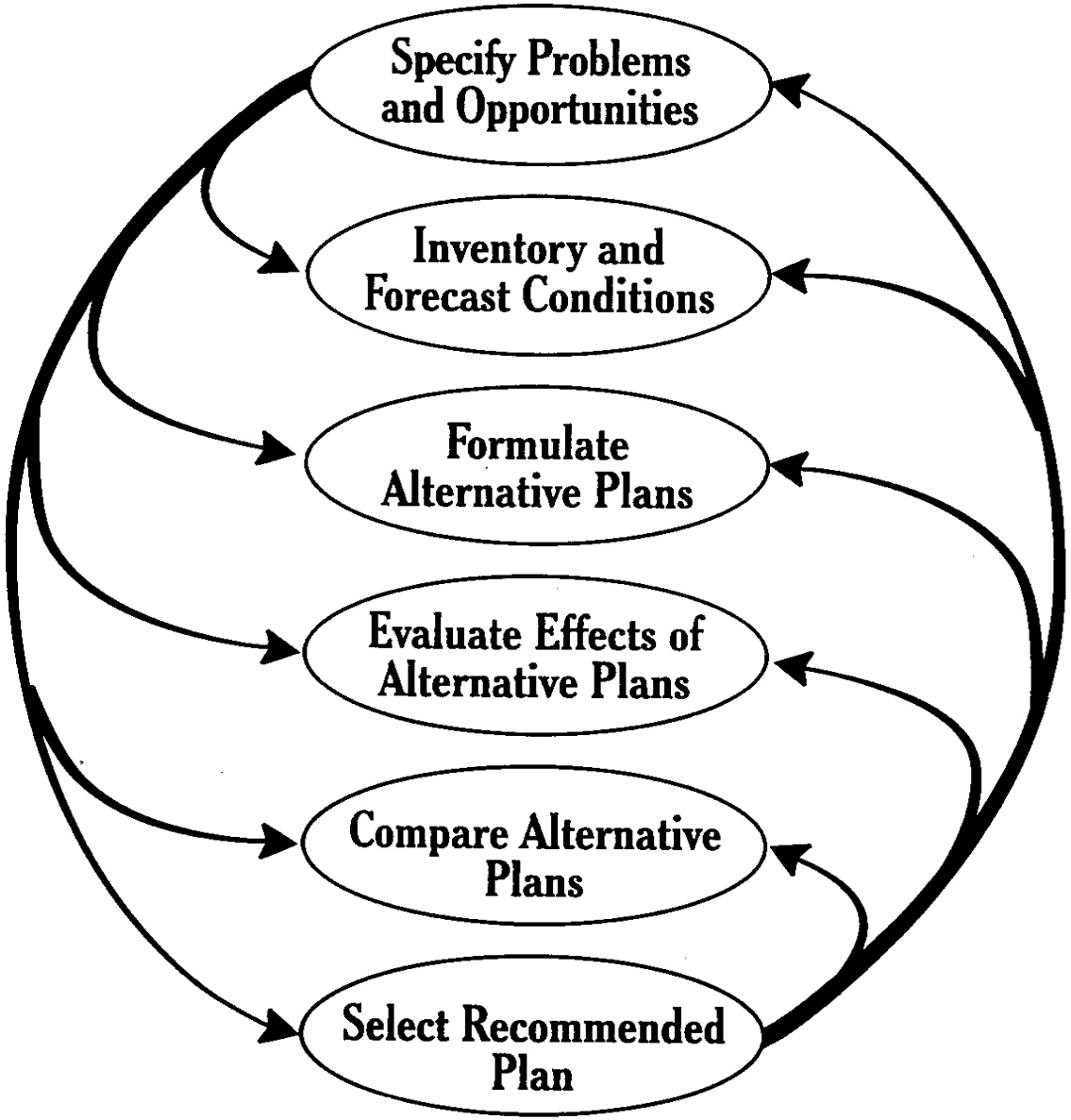
Step 5
Comparison

- Contrasting the merits among plans
- Comparing effects
- Describe differences
- Describe trade-offs

Step 6
Selection

- Early iterations of the planning steps involve screening
- Decision makers can disagree on what is most important
- Different selection criteria will lead to different decisions
- Planners are advisors and not necessarily decision makers
- In the end, you may not get your way...

PLANNING PROCESS



Iteration

- First…common sense iteration.

- Institutional Iterations:
  - Corps: Recon → Feasibility → etc.
  - NEPA: EA → EIS → ROD

Iteration Rules

- Conduct and repeat steps, but not necessarily always in order.
- Conduct each step at least once.
- Always end at the last step.

Figure 2: Corps' Planning Process

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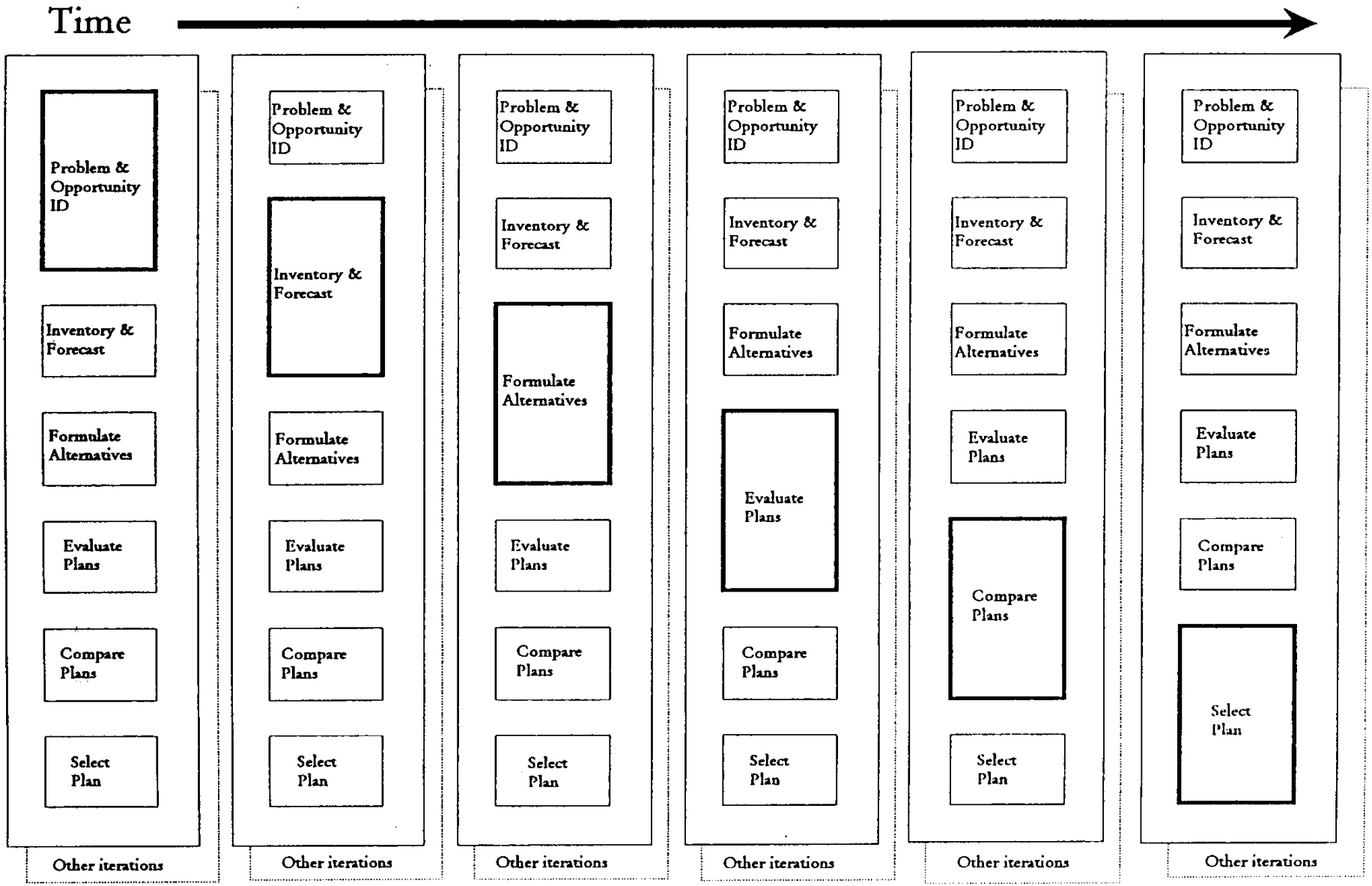

Criteria

- Bases for making decisions.
- What decisions?
  - Pass/fail, retain/delete, yes/no
  - Priority, rank, order
- When?
  - Early - “screening” decisions.
  - Late - “selection” decision.

Criteria

- Where do criteria come from?
  - Given - “four criteria”, “scoping”, NED
  - Unique for each study.
- Identify criteria BEFORE you make a decision.
- Close the loop and describe how well criteria was met or not met.

Formulation Criteria

Formulation criteria are used to determine when adequate iterations have been accomplished

- **Effectiveness**
- **Efficiency**
- **Completeness**
- **Acceptability**

Your Role in the Planning Process

- Member of the study team
- You are a planner
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Team Participation

Brainstorm the following:

- Stakeholders to be involved
- Problems, opportunities, objectives and constraints
- Information to include in the inventory
- Future without project conditions
- Measures and alternative plans
- Effects to be considered
- Points to cover in the report
- Report recipients

Team Participation

What does the team screen:

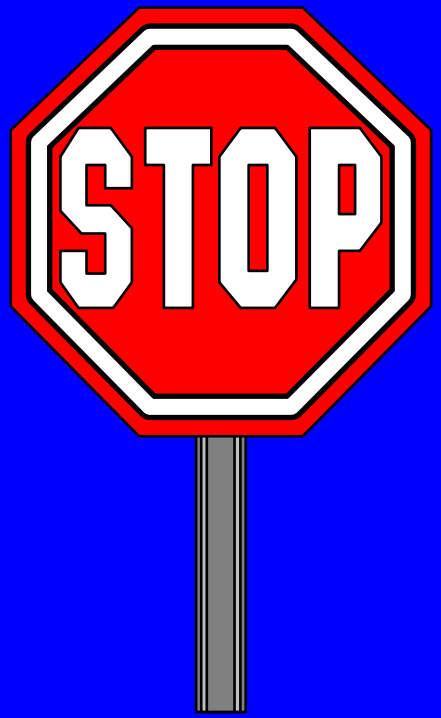
- Stakeholders to be involved
- Problems, opportunities, objectives and constraints
- Information to include in the inventory
- Future without project conditions
- Measures and alternative plans to be evaluated
- Effects to be considered
- Plan to be recommended

Team Participation

- Team meetings should not be just a review of cost and schedule
- Proxies do not work
- Planners facilitate team meetings
- Leadership is bestowed by the team based on knowledge and expertise
- Some of the time, you will lead the team

For Further Information

- IWR has published a Planning Manual and Planning Primer
- Ken Orth, the South Pacific Division Chief of Planning has provided a training class that covers the planning process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